

## Transforming VITA's Organization

A Foundation for Service Management & Operational Excellence

Prepared for the

Executive Evaluation & Governance Committee

of the Commonwealth's

Information Technology Investment Board

April 5, 2006

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expect the best





## **Evolution of VITA**

Create

Integrate

Plan

**Transform** 

Create VITA from merged existing state government organizations

Integrate VITA's people, processes, organization & systems

Identify the drivers for change, the organizational changes needed and an implementation plan

Follow the implementation plan of projects designed to enable VITĂ to transform

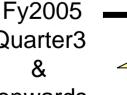
2003

**-** 2003 - 2005 **--**

FY2005 Quarters 1 & 2

Quarter3

onwards





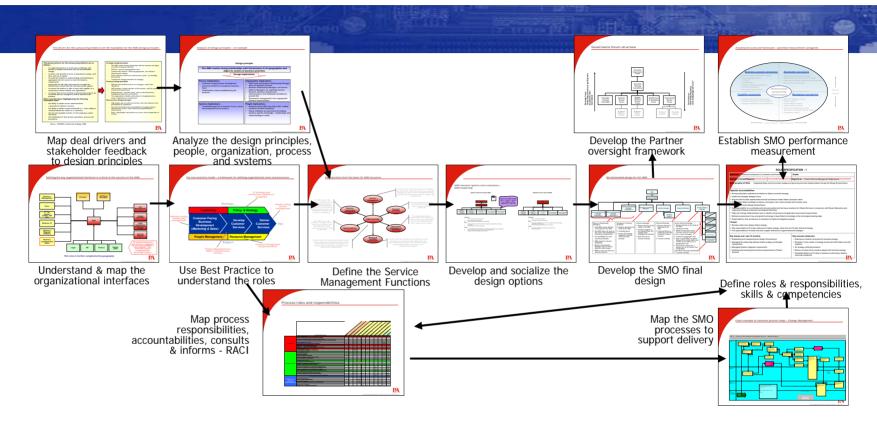
## Organization: Why Change?

- Customer focus
  - Operational excellence
    - Clarity of accountability
    - Decision-making

- VITA capability
  - Innovation focus
  - Partner & solution focus







## A disciplined, best practice methodology





## RACI: Clear Roles & Accountabilities

#### RACI Definitions

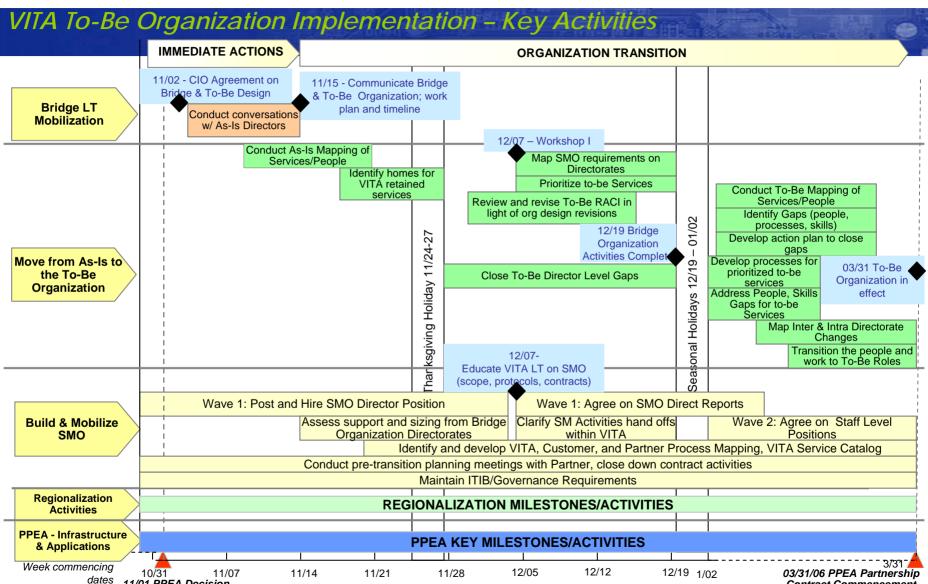
- R Responsible means the person or person's whose job it is to do the work
- A Accountable means the person ultimately responsible for outcomes
- C Consulted means the person or persons who have a right to be consulted on some aspect of the work
- I Informed means the person or persons who have a right to be informed on some aspect of the work
- ? May need to be Responsible or Consulted based on project/situation/task

### Process/sub-process

RACI Definitions R - Responsible means the person or person's whose job it is to do the work A - Accountable means the person ultimately responsible for outcomes C - Consulted means the person or persons who have a right to be consulted ome aspect of the work - Informed means the person or persons who have a right to be informed on ome aspect of the work R - May need to be Responsible or Consulted based on project/situation/task  Process/sub-process	on	Losi Ciestolist	Gov. Gov.	17 th soft	Coursement P	Mir. Con Loond	VGIII SEST	CIO Sand Sandon	Den.	WILL COOLS	Fins Leadershi of Star	48.	48 Community	45 Legal & Lonions	Custon Reson Servi	7.54 Relation	85c Technol Mario Merc	Enterprise Apr.	17 hy	IT hvest mon Mon.	Servi Man Wont.	Internal Answers Sumply Chain	Audit Son Opani
											F	Admi	inistra ervice	ative	CRM	TA		ESVRM	IT Inves Mg	uneni	SMO	IAS	
Lead IT Exploitation for the Commonwealth																							
Provide IT advice and input to agency/customer strategies	C/I	C/I	C/I	?	?	C/I	C/I	Α	?	R		R			R	С	С	С	С	С	С	C/I	
Identify opportunities for technology leverage and innovation	?	C/I	C/I	?	?	R	R	R	?	R	С			C/I	R	A/R	R	С	?	R	R	<u> </u>	
Improve understanding of IT capabilities and value with stakeholders	1	1	1	?	?	C/I	C/I	Α	С	R	1	?	R		R	R	R	С	R	С	?	?	
Influence and manage legislative policy/changes	C/I	C/I	C/I	?	С	С	С	Α	С	?	С	?	?		С	С		С	С	?	R	C/I	
Promote Customer Excellence																							
Define and optimize VITA organization, services and processes	C/I	-		?	C/I	C/I	C/I	С	Α	R	R	?		R	R	R	R	R	R	R	R	R	
Provide VITA oversight (prioritization, budgeting, business cases, etc)	C/I	C/I	C/I	Α	C/I	C/I	C/I	R	R	R	R			R	R	R	R	R	R	R	R	R	
Manage VITA Transformation																							
Drive Organization Transformation & Improvement		-	_	?	С	C/I	C/I	С	Α	R	R	?	С	R	R	R	R	R	R	R	R	?	
Provide independent and objective analyses of VITA organization,				?	?			?	?	C/I	R						R				R	A/R	
services and processes				·	·			·	·														
Leveraging PPEA/Partner Capabilities				ļ	0.0				Ļ	Ĺ	Ţ		0.0		4.15		Ĺ						
Define and optimize partnering strategies for customers	С			?	C/I			С	С	R	С		C/I		A/R	С	R	С	R	R	R	1	
Provide oversight and partnership governance				R				С	Α	R	С	С	0.0		С	С	R	С	С	R	R	?	
Manage operational risk (service delivery)				R				С	Α	R	R	С	C/I	R	R	R	R	R	R	R	R	?	







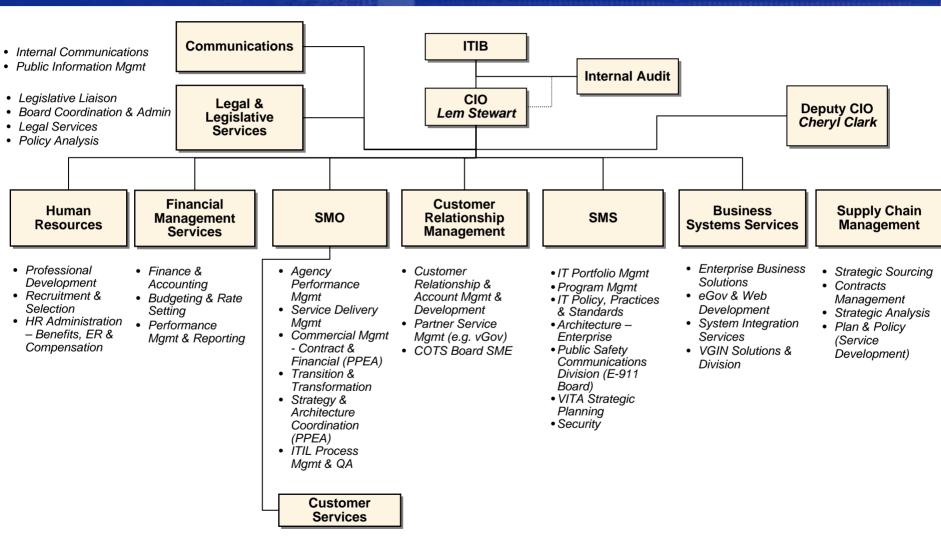
11/01 PPEA Decision

Contract Commencement





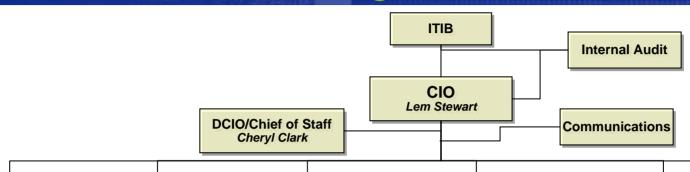
## **PRIOR VITA Organization - December 2005**







## TARGET VITA Organizational by function



### Administration & Finance

Finance, HR, LLS

- Finance & Accounting
- Budgeting & Rate Setting
- Performance Mgmt & Reporting
- Business &
   Financial Analysis
- Facilities & Asset Mgmt (Finance)
- Organizational
- DevelopmentProfessional
- Development
- Recruitment & Selection
  HR Administration –
- HR Administration
   Benefits, ER &
   Compensation
- Legislative Liaison
- Legal Services
- Policy Analysis

#### Service Management Organization

- Agency Performance Mgmt
- Service Delivery Mgmt
- Commercial Mgmt -Contract & Financial (PPFA)
- Transition & Transformation (PPEA)
- Strategy &
   Architecture
   Coordination (PPEA)
- ITIL Process Mgmt & OA

#### Customer Relationship Management

- Customer Relationship & Account Mgmt & Development
- Market Research & Analysis
- Innovation & Customer Value
- Partner Service Mgmt (e.g. vGov)
- COTS Board SME

## IT Investment Management Enterprise IT Portfolio & Program Mgmt, Supply Chain Mgmt

- Resource Mgmt
- Portfolio Mgmt
- Program Mgmt
- Project Mgmt
- Business Process Reengineering
- Strategic Sourcing
- Contracts Management
- Strategic Analysis
- Plan & Policy (Service Development)

### Technology Applications, Architecture, & Strategy

- Technology Strategy
- Technology Forecasting & Innovation
- IT Policy, Practices & Standards
- Architecture –
   Enterprise, Solution &
   Design Assurance
- Public Safety Communications Division (E-911 Board)
- Enterprise Business Solutions
- eGov & Web
   Development
- System Integration Services
- VGIN Solutions & Division
- VITA Strategic Planning

#### Enterprise Security & VITA Risk Management

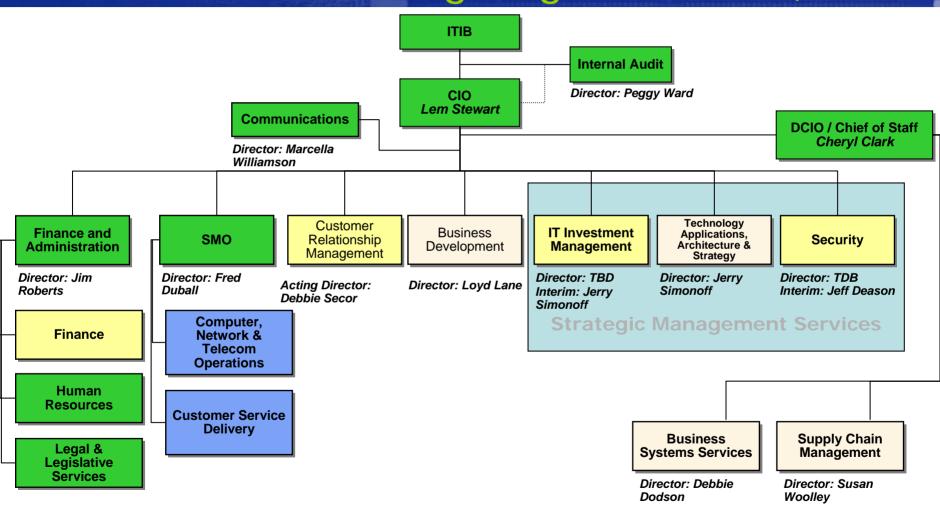
- Incident Management
- SI & Tech Support
- CIP & Business Continuity
- Risk Management
- IS Training &
   Awareness
- Standards, Policies, & Procedures

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## Current State: VITA Bridge Organization as of April 2006







## Ol Program Plan

Key Phases	Phase 2: To-Be Assessment	Phase 3: Gap Analysis	Phase 4: Action Planning	Phase 5: Implementation
Services	<ul> <li>Define to-be services</li> <li>Identify homes for VITA retained services</li> </ul>	Identify key gaps between the as-is and the to-be services	<ul> <li>Develop action plan to close services gaps</li> <li>Develop supporting communications plan</li> </ul>	Implement action plan to close service gaps (stop, start, maintain, transfer)
Process / Technology	<ul> <li>Define to-be processes</li> <li>Review and revise To-Be RACI</li> <li>Identify potential supporting technology/systems</li> </ul>	Compare and identify the gaps between the as-is processes and the to-be processes     Repeat comparison to identify the technology gaps	for customers  Develop action plan to close process/ technology gaps  Develop action plan to close people gaps  Develop supporting	Implement action plan to close process/ technology gaps
People Mgmt	Identify as-is people resources (all types)     Resource Free-Up – short-term win	Map people to the to-be services/ processes     Identify to-be people gaps	communications plan for employees  • Maintain project plan and ensure integration of all capability actions  • Maintain risk & issue	Transition the people and work to To-Be Roles Address People, Skills Gaps for to-be Services
Project Mgmt	<ul> <li>Implement project plan</li> <li>Develop risk &amp; issue register</li> <li>Share bi-weekly project reports</li> </ul>	Maintain project plan     Maintain risk & issue register     Share bi-weekly project reports	register • Share bi-weekly project reports	Maintain project plan     Maintain risk & issue register     Share bi-weekly project reports
1/	02 2	/6	3/1 3.	/20 5/1
				$\triangle$
	2/3 Worksh	op 2/27 Work	shop 3/20 W	orkshop 5/1 Work





## Readiness

- ✓ Organization structure aligned to strategic & service management vision
- ✓ RACI = Clear roles, responsibilities, accountabilities
- ✓ Processes mapped & prioritized for reengineering
- ✓ Benefits realization dashboard
- ✓ Directorate operating charters
- ✓ Performance management framework
- ✓ Implementation Roadmap for SCD & beyond





### VITA's FOUR Transformation Tracks

VITA's transformation will be be managed within each program and across the organization to minimize disruption, maximize efficiency and coordination.

Partnership Transition Office (PTO) Lem Stuart, Cheryl Clark (lead), Fred Duball, Scott Klopfleisch, Jim Roberts, Leslie Carter

IT Partnership (ITP)

Organizational Implementation (OI)

FMS-2B

Clearinghouse (CH)

Sponsor: ITIB

**Executive: Fred Duball** 

Project Manager: Perry Pascual

Scope: Implementing the terms of the Comprehensive Infrastructure Agreement with Northrop Grumman.

Sponsor: Cheryl Clark Project Manager: Bob Haugh

Scope: Reorganize the "retained organization," for its new role as a "service management organization" with retained governance responsibilities.

Sponsor: Scott Klopfleisch Executive: Barb Rudolph Project Manager: John

Sheldon

Scope: Work with SMO, other VITA units, and NG, to accomplish all finance-related transition and transformation tasks required to implement the partnership with Northrop Grumman and to support the new VITA organizational structure

Sponsor: Cheryl Clard Executive: Leslie Carter Project Manager: Dennis

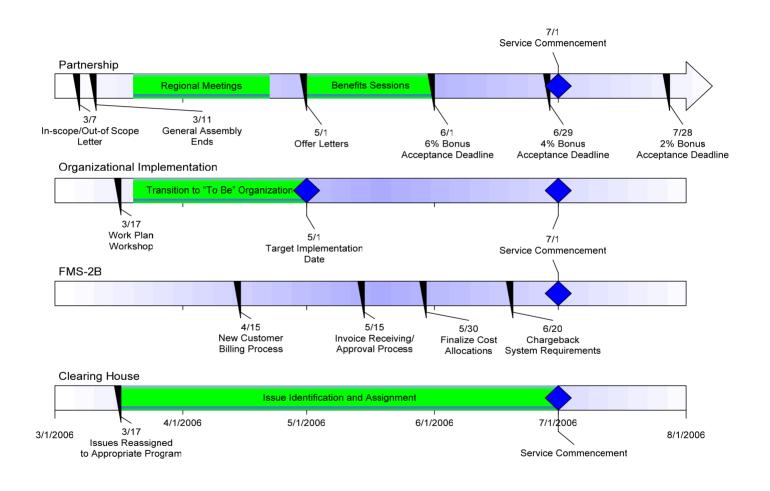
Brink

Scope: Identify changerelated issues and either resolve them or coordinate their resolution with other programs





### Transformation Track Timelines





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## OUESTIONS?



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